



EMPLOYEE PERFORMANCE: WORKLOAD AND LEADERSHIP STYLE

Zulaspan Tupti¹, Salman Farisi²
Universitas Muhammadiyah Sumatera Utara
zulaspantupti@umsu.ac.id

Abstract

Research problems, limited ability of employees to complete work, decreased employee performance, employee performance is not optimal and employees do not understand the job. The purpose of this study was to determine the effect of workload on employee performance. To determine the effect of leadership style on employee performance and to determine the effect of workload and leadership style on employee performance in PT. Perkebunan Nusantara III (Persero) Medan. The research approach is an associative and quantitative approach. In determining this sample, using the Slovin formula in determining the number of samples selected. The data collection technique used is a questionnaire. To test the quality of the questionnaire, validity and reliability tests were used. The analytical technique used in this research is quantitative data analysis. Based on the partial test results, the effect of workload and leadership style on employee performance shows that t_{count} is greater than t_{table} . From these results it can be concluded that H_0 is accepted (H_0 is rejected). Based on the test results, the value shows that F_{count} is greater than F_{table} , meaning H_0 is rejected so it can be concluded that there is a significant influence between workload and leadership style on employee performance. And the R-Square value of the Y variable (employee performance) can be explained by the workload variable (X1) and leadership style (X2) on employee performance (Y) and the rest is influenced by other variables not examined.

Keywords: Workload, Leadership Style, Employee Performance

1. INTRODUCTION

PT. Perkebunan Nusantara III (Persero) Medan or also abbreviated as PTPN III (Persero), is one of 14 Plantation State-Owned Enterprises (BUMN) which is engaged in plantation business, processing and marketing of plantation products. The company's business activities include the cultivation and processing of oil palm and rubber plants, which is located at Jalan Sei Batang Hari no. 2 intersections Tanjung Medan Sunggal, Medan city.

One of the factors that affect employee performance is workload. Based on research conducted by (Astuti & Lesmana, 2018); in (Journal of the University of Muhammadiyah Sumatera Utara), the results of the study show that "there is a significant effect of workload on the performance of the employees of Mitra Medika General Hospital Medan". Based on research conducted by (Arianty, 2016); in (Journal of the University of Muhammadiyah North Sumatra), the results of the study show that "there is a significant influence of leadership style on employee performance at PT. Mazuma Agro Indonesia. Leadership style can have an effect on improving employee performance. Leadership style is very important because leadership style reflects what the leader does in influencing his followers to realize his vision.

(Sutrisno, 2012) states that "performance is the result of a person's efforts which is determined by the ability of his personal characteristics and perceptions of his role in the job. In general, a person's performance in the workforce is influenced, among others, by the skills, skills, experience and abilities of the workforce concerned. More achievements can be achieved if someone uses a pattern of regular performance, discipline and concentration.

The phenomenon of workload in PT. Perkebunan Nusantara III (Persero) Medan is using a business by target pattern. Namely where work must be done based on the target in producing CPU and downstream rubber products. This creates an organizational climate where employees think that having a target in doing work makes the company benefit, but the ability of employees to complete work in a predetermined time is still limited.

The phenomenon of leadership style in PT. Perkebunan Nusantara III (Persero) Medan is a work assessment system. Work appraisal is an agreement made between an employee and his superior in terms of an agreement regarding the work that must be done by the employee. This



agreement concerns the targets that must be carried out by employees in carrying out work, in which the employee's work will be assessed by superiors every six months. The supervisor will assess whether the employee is doing the work in accordance with the targets that have been agreed at the beginning of the employee carrying out the work. According to employees, this creates a distance between employees and superiors, because superiors only act to order employees to do tasks that must be done by employees without being given direction by superiors.

Another phenomenon that occurs is where employees feel that their superiors do not communicate the role of employees in their work. So that employees feel they do not play a role in work and also make employees feel that they do not take part in their work. But on the other hand, employees must do the work as instructed by their superiors, and must follow the orders given by their superiors in doing all the work. Various problems that exist in PT. Perkebunan Nusantara III (Persero) Medan, certainly becomes the basis in this research to provide solutions or solutions to problems faced by employees in carrying out their work. However, from the various problems that exist in PT. Perkebunan Nusantara III (Persero) Medan, where this study limits the problems to be studied in terms of workload, leadership style and employee performance.

Based on the things that have been stated above, the authors are interested in conducting research based on these problems. The title of this research is "The Influence of Workload and Leadership Style on Employee Performance at PT. Perkebunan Nusantara III (Persero) Medan.

2. RESEARCH METHODS

The research approach used in this study is an associative and quantitative approach. according to (Sugiyono, 2013) quoted by Azuar said "that the associative approach aims to examine how a variable has a relationship or effect with other variables, or whether a variable is influenced by other variables, or whether a variable causes changes in other variables. While the quantitative research approach is carried out in depth, generally only investigating the surface in a relatively short time. The operational definition is an indication of how a variable is measured, to find out whether the measurement is good or bad from a study. This research was conducted at PT Perkebunan Nusantara III (Persero) on Jln Sei Batang Hari no. 2 Single field.

The time of the research was carried out starting from December 2019 until completion. The population in this study were all permanent employees at PT Perkebunan Nusantara III (Persero) Medan, amounting to 699 people. The sample is part of the number and characteristics possessed by the population. (Sugiyono, 2012). In determining the number of samples selected, the authors use an error rate of 15%, because in each study it is impossible for the results to be 100% perfect. The greater the error rate, the smaller the sample size. So the authors took a sample of 42 employees at PT. Perkebunan Nusantara III (Persero) Medan.

In determining this sample, the author uses the Slovin formula with a tolerance level of 15%. To obtain the data and information needed in this study, the data collection technique used is Questionnaire, which is a method of collecting data by making a list of questions in the form of a questionnaire addressed to employees at the research object, namely PT Perkebunan Nusantara III (Persero) Medan, with using a Likert scale in the form of a checklist, Each variable has a different reliability value with the value of Cronbach Alpha on the variable $X_1 = 0.725$ Cronbach Alpha at $X_2 = 0.677$ and Cronbach Alpha at $Y = 0.765 > 0.60$ then the instrument in this study has good reliability or in other words instrument is reliable or reliable. The analysis technique used in this study is quantitative data analysis, namely testing and analyzing data by calculating numbers and then drawing conclusions from the test.

3. RESULTS AND DISCUSSION

Results

Data Description

The total population in this study was 699 employees, so to find out the research sample using the slovin formula, as follows:



$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{699}{1 + 699 (15)^2}$$

$$n = \frac{699}{16.7275} = 41.78$$

$$n = 42$$

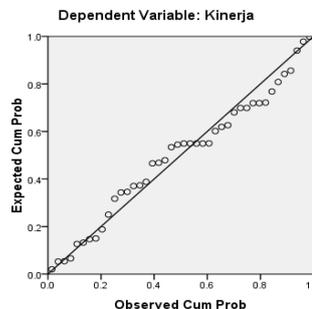
Based on the calculation of the slovin formula above, the sample of respondents in this study was adjusted to 42 people from the total employees of PT Perkebunan Nusantara III (Persero) Medan.

Classic Assumptions

Normality Test

Normality test to see whether in the regression model, the dependent and independent variables have a normal distribution or not. If the data spreads around the diagonal line and follows the direction of the diagonal line, the regression model meets the assumption of normality. Based on the results of data processing using SPSS version 16.0, it is known that the normalization test using the P-Plot method is as follows:

Normal P-P Plot of Regression Standardized Residual



Picture 1 PP Plot Normality Test Results

Based on the results of the normality test using the PP Plot in Figure 1. the data spreads around the diagonal line and follows the direction of the diagonal line, the regression model meets the assumption of normality.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a strong correlation between the independent variables by looking at the value of VIF (variance inflation factor) not exceeding 4 or 5. (Hines and Montgomery in azuar juliandi 2013).

Table 2. Multicollinearity Test Results

Model		Unstandardized Coefficients ^a		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.047	7.930		1.393	.172		
	Beban Kerja	.720	.167	.531	4.302	.000	.704	1.421
	Gaya Kepemimpinan	.526	.197	.330	2.673	.011	.704	1.421

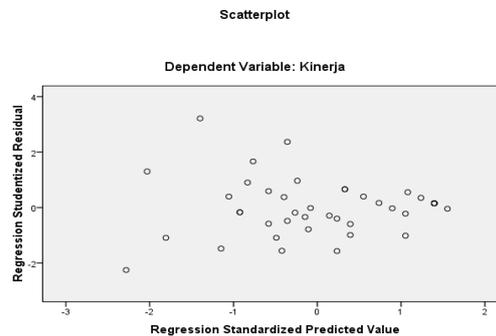
a. Dependent Variable: Kinerja

Source: Research Data, 2020

If seen in table 4.8, it is known that the Workload (X1) and Leadership Style (X2) variables have been free from multicollinearity where each VIF value is 1.421

Heteroscedasticity Test

Heteroscedasticity test was performed using graph analysis. In graphical analysis, a regression model is considered not to have heteroscedasticity if the points spread randomly and do not form a certain clear pattern and are spread both above and below zero on the Y axis.



Picture 2. Heteroscedasticity Test Results

The picture above shows the points spread randomly and do not form a certain clear pattern and are spread both above and below zero on the Y axis, this means that there is no heteroscedasticity in the regression model, so the regression model is feasible to use for independent variables. as well as the independent variables.

Hypothesis test

Partial Test (t Test)

Table 3. t test results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.047	7.93		1.393	0.172
Beban Kerja	0.72	0.167	0.531	4.302	0.00
Gaya Kepemimpinan	0.526	0.197	0.33	2.673	0.011

a. Dependent Variable: Kinerja

Source: Research Data, 2020

From the table above regarding the workload variable (X1) on employee performance (Y) obtained t-count 4.302 > t-table 1.684 with a probability of sig 0.000 < 0.05, this indicates that H0 is rejected and Ha is accepted. It can be concluded that workload (X1) has an influence on employee performance (Y) there is a significant effect between workload on employee performance at PT Perkebunan Nusantara III (Persero) Medan.

Leadership style (X2) on employee performance (Y) obtained t-count 2.673 > t-table 2.022 with a probability of sig 0.000 < 0.025 it indicates that H0 is rejected and Ha is accepted. It can be concluded that leadership style (X2) has an influence on employee performance (Y) there is a significant influence between leadership style on employee performance at PT Perkebunan Nusantara III (Persero) Medan.

Simultaneous Test (F Test)

The F test was conducted to determine whether the independent variables (independent) together had a significant effect or not on the dependent variable (dependent).



Table 4. F . Test Results

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	383.063	2	191.532	27.113	.000 ^a
	Residual	275.508	39	7.064		
	Total	658.571	41			

a. Predictors: (Constant), Gaya Kepemimpinan, Beban Kerja

b. Dependent Variable: Kinerja

Source: *Research Data, 2020*

F-count 27,113 > F-table 3.24 with sig 0.000 < 0.05 indicating H₀ is rejected and H_a is accepted, meaning that workload (X₁) and leadership style (X₂) have a significant effect on employee performance (Y).

Coefficient of Determination

This determination test is to see the extent of the contribution or percentage of how much influence workload (X₁) and leadership style (X₂) on employee performance (Y), it can be seen from the table through the R Square value below as follows:

Table 5. Results of the Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.582	.560	2.65788

a. Predictors: (Constant), Gaya Kepemimpinan, Beban Kerja

Source: *Research Data, 2020*

From the calculation results, it can be seen that the coefficient of determination obtained is 0.582. This means that 58.2% of the variation in the employee performance variable (Y) is determined by the two independent variables, namely workload (X₁) and leadership style (X₂). While the remaining 41.8% is influenced by other variables not examined.

Discussion

From the test results, it can be seen that all independent variables (workload and leadership style) have a positive influence on the dependent variable (employee performance). The detailed results of the analysis and testing can be explained as follows.

Effect of workload on employee performance

Based on the partial test results, the effect of workload on employee performance obtained tcount (4,302) > ttable (1,684), with a significant level of 0.000 < 0.05. The value of 4,302 is greater than 1,684, indicating that tcount is greater than ttable. From these results it can be concluded that H_a is accepted (H₀ is rejected). This shows that there is a significant influence between workload on employee performance.

Previous research conducted by (Astuti & Lesmana, 2018) in the Journal of the Muhammadiyah University of North Sumatra, "stated that there is a significant influence between workload on employee performance". Thus, it can be concluded that there is a positive and significant effect of the workload variable (X₁) on the employee performance variable (Y), meaning that there is a direct influence or relationship between workload and employee performance significantly.

Effect of leadership style on employee performance

Based on research conducted by (Harahap & Pasaribu, 2019) in the Journal of the Muhammadiyah University of North Sumatra, that the notion of leadership is "the ability to direct, influence and supervise subordinates so that they are willing to act, behave and work in such a way that they are able to provide good work in order to achieve company goals".



Research conducted by (Astuti et al., 2018) in the Journal of the Muhammadiyah University of North Sumatra, that "According to Kartono (2014), leadership is defined as leadership is no longer based on talent and experience alone. Everything is done through planning, investigation, experimentation, analysis and development systematically to generate the qualities of superior leaders, so that they are successful in their duties.

Based on the partial test results, the effect of leadership style on employee performance is obtained $t_{count} (2.673) > t_{table} (1.684)$, with a significant level of $0.000 < 0.05$. The value of 2.673 is greater than 1.684 indicating that t_{count} is greater than t_{table} . From these results it can be concluded that H_a is accepted (H_o is rejected). This shows that there is a significant influence between leadership style on employee performance.

Research conducted (SM Hasibuan & Bahri, 2018) *Journal of the Muhammadiyah University of North Sumatra*, The results of the study show that "there is a positive and significant influence of leadership on performance". Thus, it can be concluded that there is a positive and significant influence of the leadership style variable (X2) on the employee's work outcome variable (Y), meaning that there is a direct influence or relationship between leadership style on employee performance significantly.

Effect of workload and leadership style on employee performance

Based on the table above, it can be seen that the F_{count} value is 27,113 with a significant level of 0.000, while F_{table} is 3.24 with a significant level of 0.05. Thus $F_{count} > F_{table}$ i.e. $27,113 > 3.24$. A value of 27,113 greater than 3.24 indicates F_{count} is greater than F_{table} , meaning H_o is rejected so that it can be concluded that there is a significant influence between workload and leadership style on employee performance. And the R-Square value is 0.582 or 58.2 % indicating about 58.2 % the Y variable (employee performance) can be clarified the workload variable (X1) and leadership style (X2) on employee performance (Y) and the rest is influenced by other variables not examined.

Thus, it can be concluded that there is a positive and significant effect of workload (X1) and leadership style (X2) on employee performance (Y), so these two factors can shape employee performance (Y). This means that there is a direct and significant influence or relationship between the independent variables (workload and leadership style) on the dependent variable (employee performance) simultaneously.

4. CONCLUSION

Conclusion

From the results of research, data analysis and discussion in previous chapters, the following conclusions can be drawn:

- (1) Workload variable (X1) has a significant effect between workload variables on employee performance variables at PT Perkebunan Nusantara III (Persero) Medan.
- (2) The leadership style variable (X2) has a significant effect on the leadership style variable on the employee performance variable at PT Perkebunan Nusantara III (Persero) Medan.
- (3) Variable workload (X1) and leadership style (X2) have a significant effect on employee performance at PT Perkebunan Nusantara III (Persero) Medan.

Suggestion

From the results of research, data analysis, discussion and conclusions that have been drawn, the following suggestions can be put forward:

- (1) It is advisable for PT Perkebunan Nusantara III (Persero) Medan to divide the work proportionally so that the work results are maximized.
- (2) It is better if PT Perkebunan Nusantara III (Persero) Medan improves its leadership style, a leader must be flexible in understanding all the potentials of each employee.
- (3) For companies, this research is expected to be a reference to find the best solution in order to maintain and improve the performance of existing employees. All of these studies give a positive value, which means that the workload and leadership style variables will affect each other's performance. The better the workload given and the leadership style that respects individual goals, the better the employee's performance will be.



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